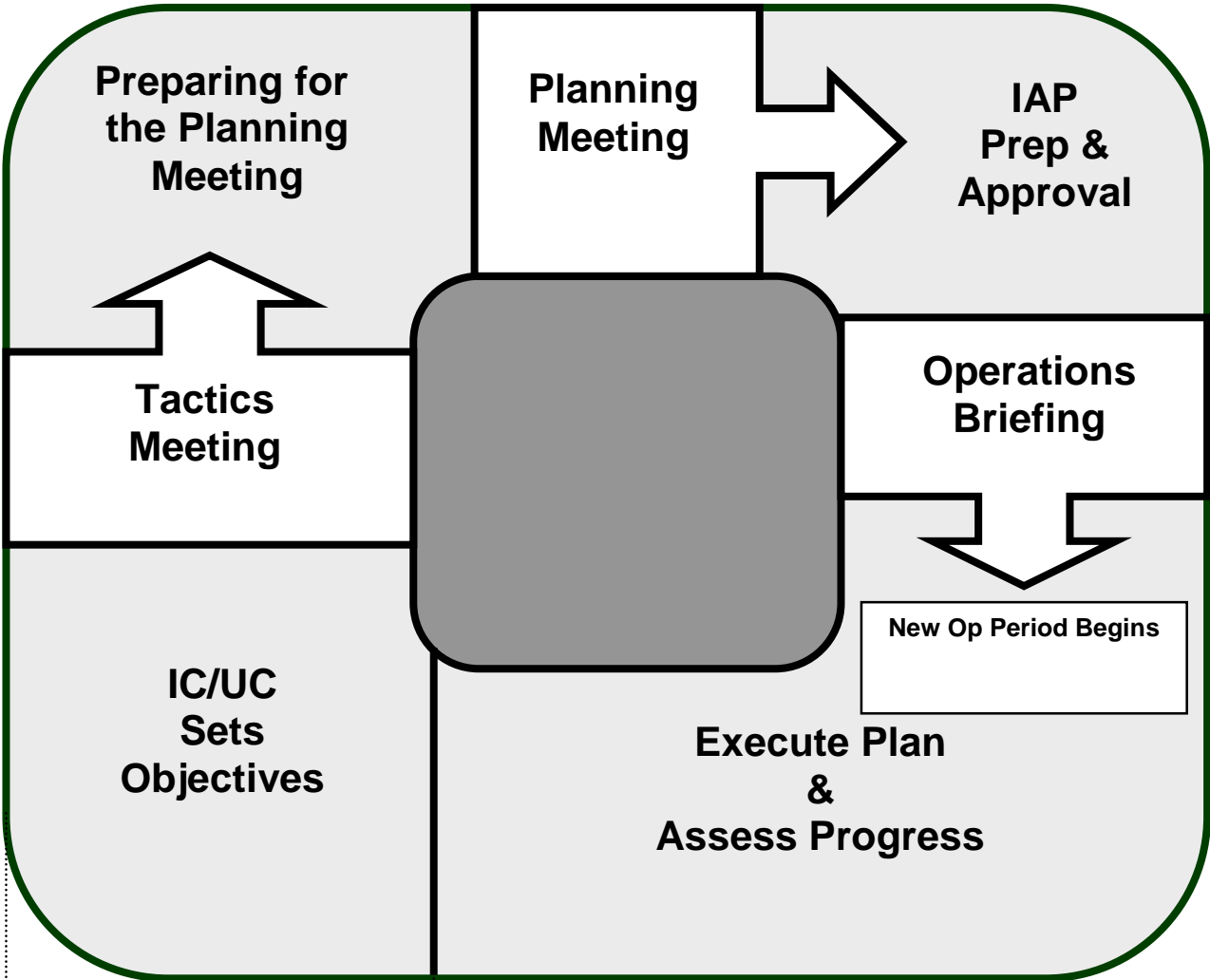


CHAPTER 3

PLANNING CYCLE, MEETINGS, BRIEFINGS,  
AND THE PLANNING CHART



Initial UC Meeting
Incident Brief ICS FORM 201
Initial Response and Assessment
Notifications
Incident/Event

Initial Response

OPERATIONAL  
PERIOD PLANNING  
CYCLE

Events most related to assembling an  
Incident Action Plan (IAP)

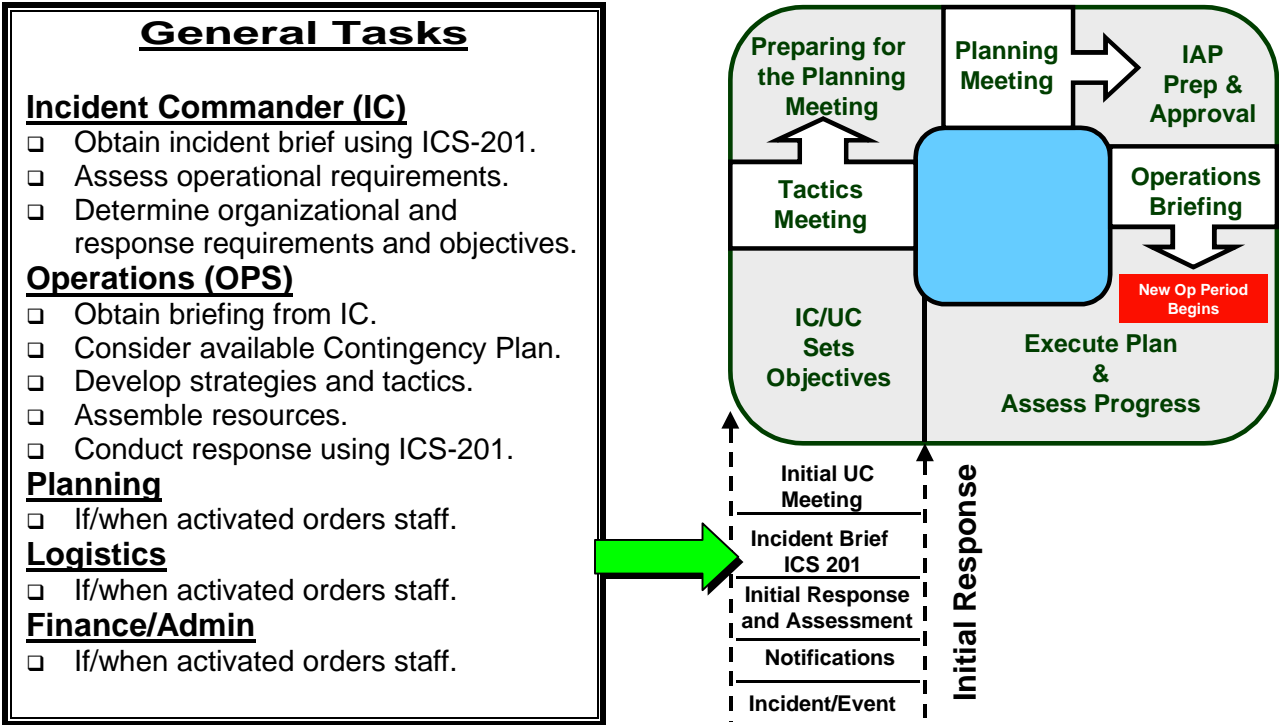
# INITIAL RESPONSE AND ASSESSMENT

The period of **Initial Response and Assessment** occurs in all incidents. Short-term responses, which are small in scope and/or duration (e.g., a few resources working one operational period) can often be coordinated using only ICS Form 201 (Incident Briefing Form).

**INCIDENT BRIEFING (ICS Form 201)** - During the transfer-of-command process, an ICS Form 201-formatted briefing provides the incoming Incident Commander (IC)/Unified Commander (UC) with basic information regarding the incident situation and the resources allotted to the incident. Most importantly it functions as the Incident Action Plan (IAP) for the initial response and remains in force and continues to develop until the response ends or the Planning Section generates the incident's first IAP. It is also suitable for briefing individuals newly assigned to the Command and General Staff as well as needed assessment briefings for the staff.

ICS Form 201 facilitates documentation of response objectives, situational awareness, resource employment and deployment, and significant actions taken. This form is essential for future planning and the effective management of initial response activities.

<b>When:</b>	New IC/UC; staff briefing as required
<b>Facilitator:</b>	Current IC/UC
<b>Attendees:</b>	Prospective IC/UC; Command and General Staff, as required



**Agenda:**

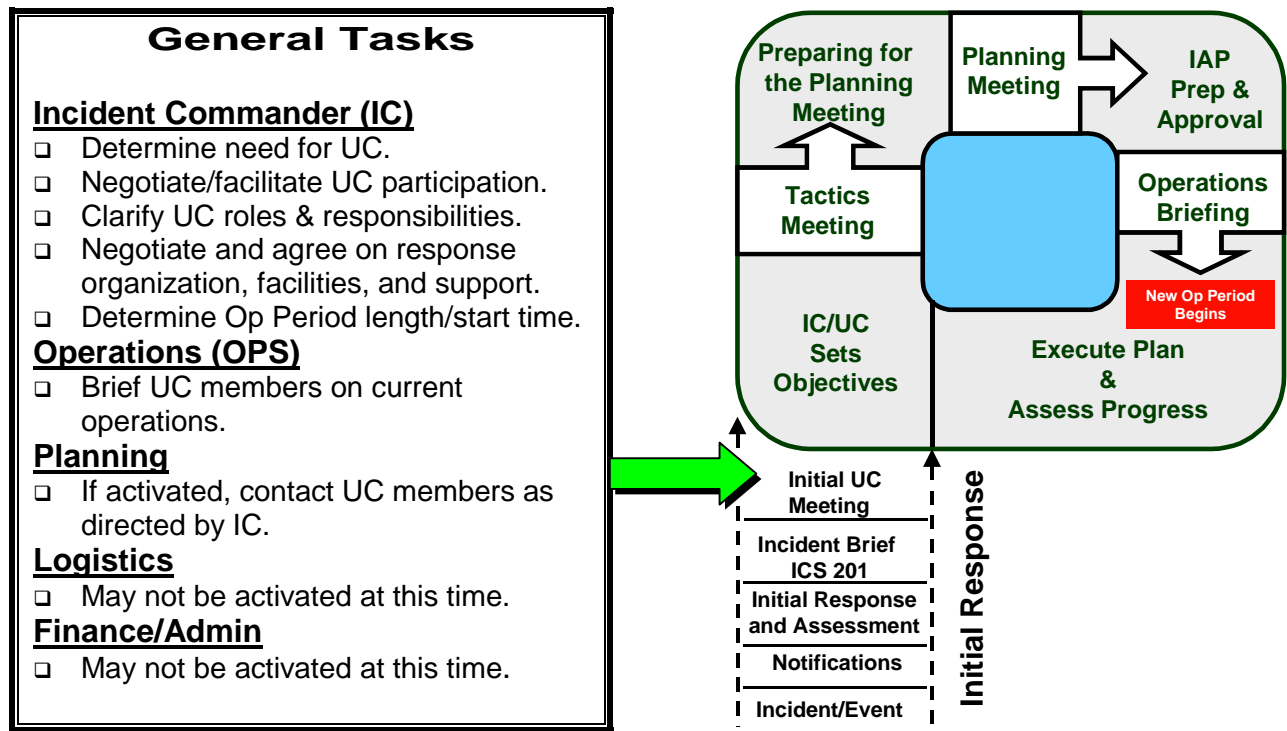
Using ICS Form 201 as an outline, include:

1. Situation (note territory, exposures, safety concerns, etc.; use map/charts).
2. Current priorities.
3. Strategy(s) and tactics.
4. Current organization.
5. Resource assignments.
6. Resources en-route and/or ordered.
7. Facilities established.

**INITIAL UNIFIED COMMAND MEETING** - Provides UC officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The meeting should be brief and important points documented. Prior to the meeting, parties should have an opportunity to review and prepare to address the agenda items. Planning meeting participants will use the results of this meeting to guide the operational

efforts prior to the first tactics meeting.

- When:**
- The UC is formed prior to the first meeting
- Facilitator:**
- UC member
- Attendees:**
- Only ICs that will comprise the UC



- Agenda:**
1.

Identify UC, based on Chapter 6 criteria.
2.

Identify jurisdictional priorities and objectives.
3.

Present jurisdictional limitations, concerns and restrictions.
4.

Develop a collective set of incident objectives.
5.

Establish and agree on acceptable priorities.
6.

Agree on basic organization structure.
7.

Designate the best-qualified and acceptable Operations Section Chief (OPS).
8.

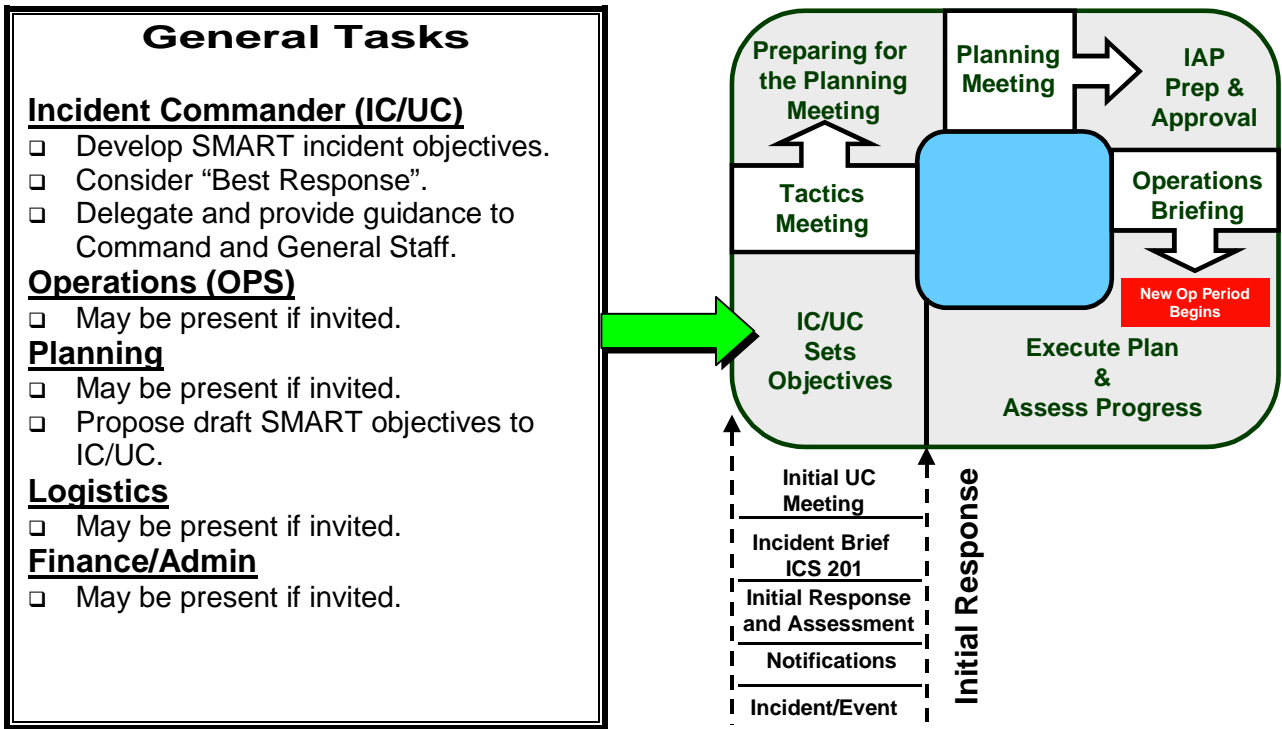
Agree on General Staff personnel designations and planning, logistical, and financial agreements and procedures.
9.

Agree on resource ordering procedures to follow.

- 10. Agree on cost-sharing procedures.
- 11. Agree on informational matters.
- 12. Designate a Unified Command Information Officer.

**UNIFIED COMMAND OBJECTIVES MEETING** - The IC/UC will identify/review and prioritize objectives for the next operational period on the ICS Form 202. Objectives from the previous operational period are reviewed and any new objectives are identified.

**When:** Prior to tactics meeting.  
**Facilitator:** UC Member  
**Attendees:** UC Members; Command and General Staff as appropriate

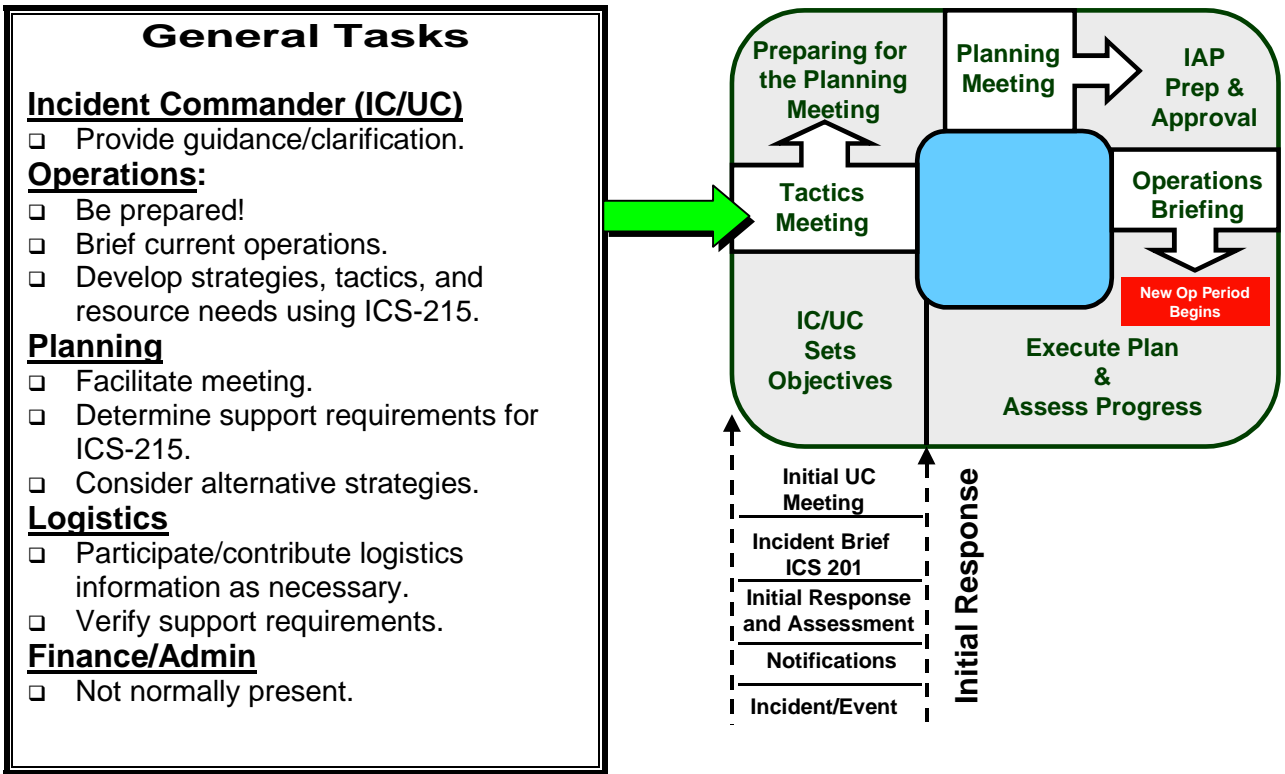


- Agenda:**
- 1. Review/identify objectives for the next operational period (Clearly stated and attainable with the resources available, yet flexible enough to allow members to choose tactics).
  - 2. Review any open agenda items from initial/previous meetings.

**TACTICS MEETING** - This 30-minute meeting creates the blueprint for tactical deployment during the next operational period. In preparation for the Tactics Meeting, the Planning Section Chief (PSC), and OPS review the first stage of response operations or the current IAP situation status information as provided by the Situation Unit to assess work progress against IAP objectives. The OPS/PSC will jointly develop primary and alternate strategies to meet objectives for consideration at the next Planning Meeting.

- When:**  
**Facilitator:**  
**Attendees:**

Prior to Planning Meeting.  
PSC  
PSC, OPS, Logistics Section Chief (LSC) , and Resources Unit Leader (RUL)

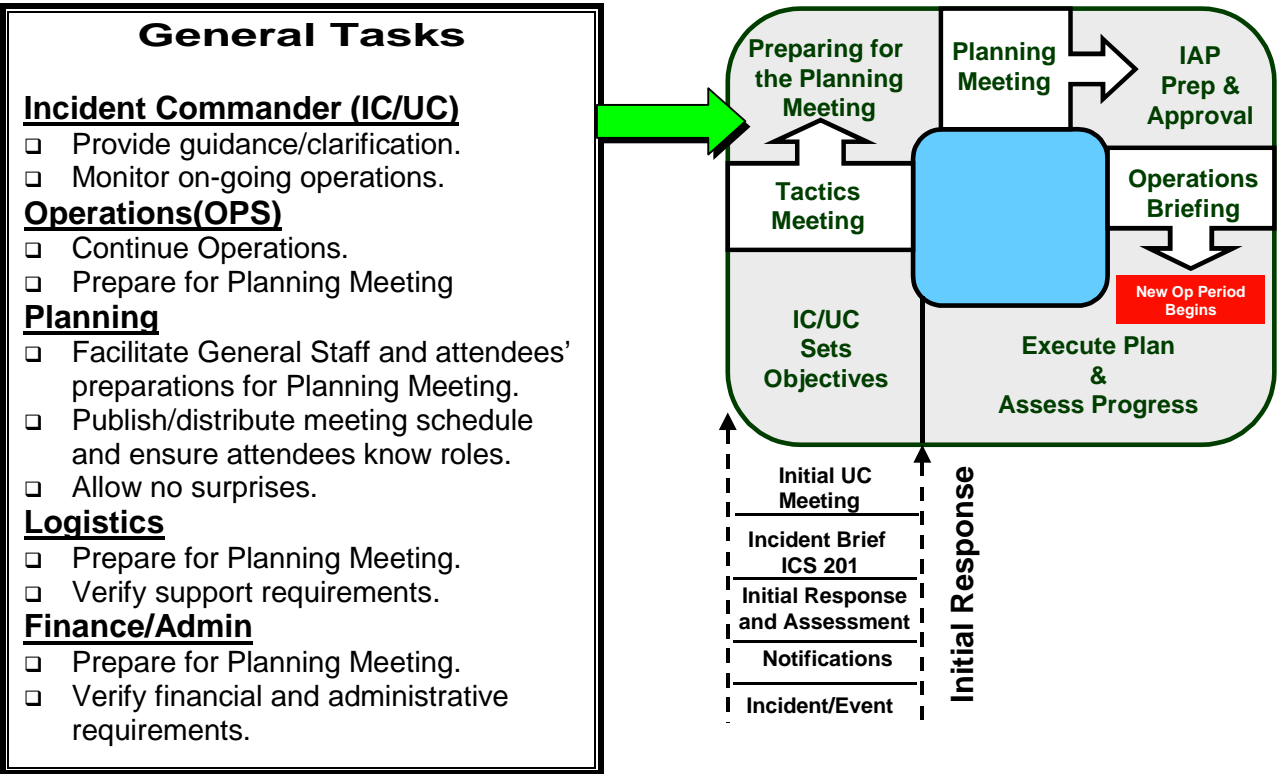


**Agenda:**

- 1. Review the objectives for the next operational period and develop strategies (primary and alternatives).
- 2. Prepare a draft of ICS Form 215 (used in planning meeting) to identify resources that should be ordered through Logistics.

**PREPARE FOR THE PLANNING MEETING** - During this phase of the Planning Cycle, the Section Chiefs and their associated staff members begin the work of preparing for the upcoming Planning Meeting. Each Section Chief is responsible for ensuring that his/her planning Meeting responsibilities are met. The PSC should facilitate this to the greatest extent possible to ensure that the material, information, resources, etc., to be used or discussed in the Planning Meeting is organized and prepared. There are to be no surprises in the Planning Meeting.

**When:** After the Tactics Meetings  
**Facilitator:** PSC



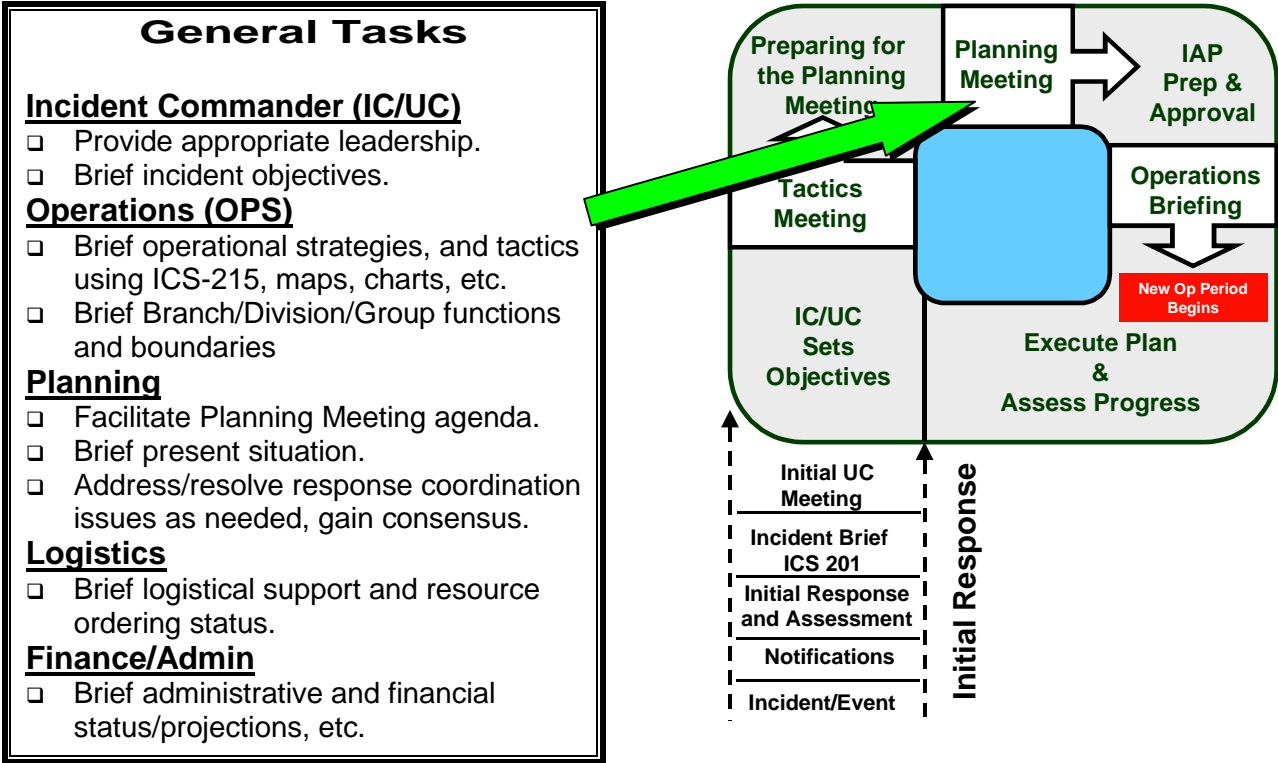
**PLANNING MEETING** - This meeting defines incident

objectives, strategies, and tactics and identifies resource needs for the next operational period. Depending on incident complexity, this meeting should last no longer than 45 minutes. This meeting fine tunes objectives and priorities, identifies and solves problems, and defines work assignments and responsibilities on a completed ICS Form 215 (Operations Planning Worksheet). Displays in the meeting room should include Objectives ICS Form 202 for the next period, large sketch maps or charts clearly dated and timed, a poster-sized ICS Form 215, a current resource inventory prepared by the Resource Unit, and current situation status displays prepared by the Situation Unit.

After the meeting, ICS Form 215 is used by the LSC to prepare the off-incident tactical and logistical resource orders, and used by the PSC to develop IAP assignment lists.

- When:** After the UC and Tactics Meetings
- Facilitator:** PSC
- Attendees:** Determined by IC/UC, generally IC/UC, Command Staff, General Staff, Air Operations Branch Director (Air Ops), the RUL, Safety Officer (SO), and Technical Specialists, as required.





<u>Agenda:</u>	<u>Primary Responsibility</u>
1. State incident objectives and Policy issues.	IC/UC
2. Briefing of situation, critical and sensitive areas, weather/sea forecast, and resource status/availability.	SUL
3. State primary and alternative strategies to meet objectives.	OPS
4. Designate Branch, Division, and Group boundaries and functions as appropriate, use maps and ICS form 215.	OPS
5. Specify tactics for each Division, note limitations.	OPS
6 Specify resources needed by Divisions/Groups.	OPS
7. Specify operations facilities and reporting locations and plot on map.	OPS/LSC
8. Develop resources, support, and overhead order (orders).	LSC

9. Consider support: communications, traffic, safety, medical, etc.

LSC
10. Contributing organization/agency considerations regarding work plan.

LO
- 11 Safety considerations regarding work plan.

SO
- 12 Media considerations regarding work plan.

IO
13. Report on expenditures and claims.

F/ASC
14. Finalize and approve work plan for the next operational period.

IC/UC

INCIDENT ACTION PLAN (IAP) PREPARATION -

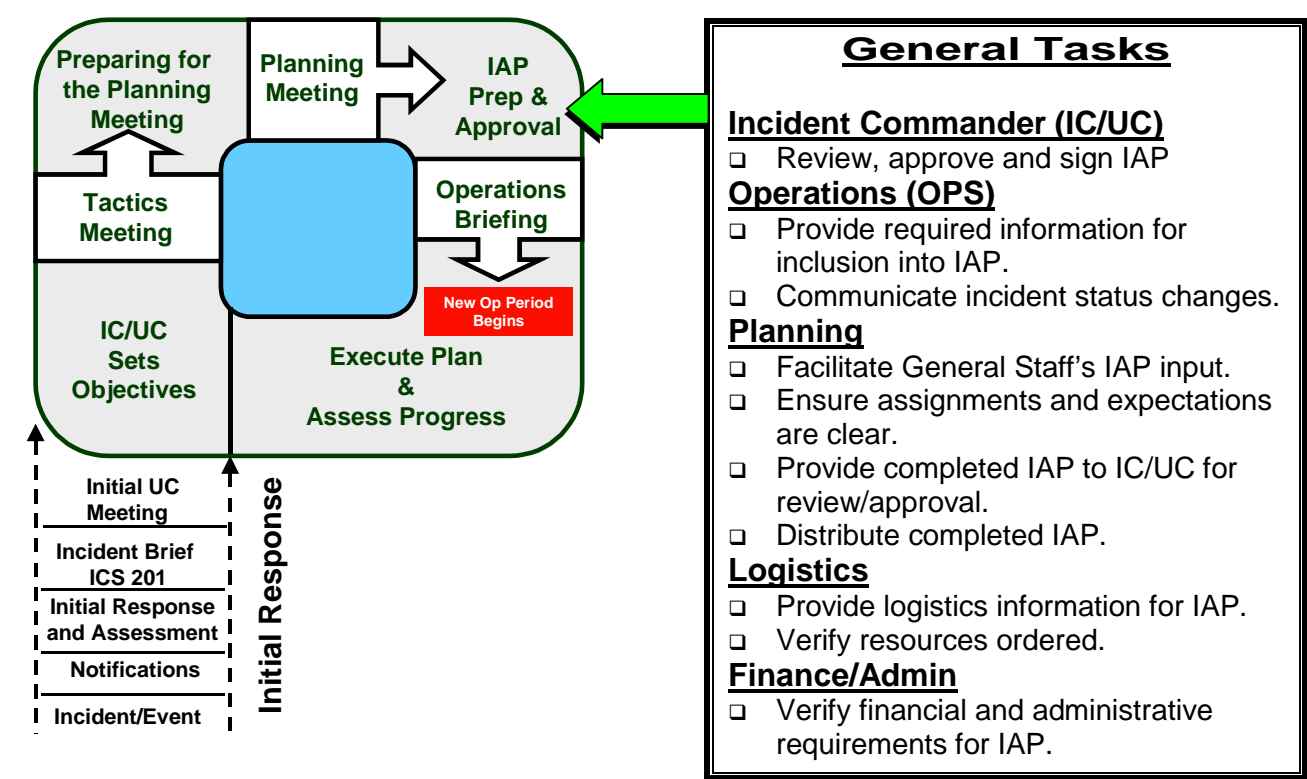
Attendees immediately prepare their assignments for the IAP to meet the PSC deadline for assembling the IAP components. The deadline will be early enough to permit timely IC/UC approval and duplication of sufficient copies for the Operations Briefing and for overhead.

When:

Immediately following the Planning Meeting, the PSC assigns the deadline

Facilitator:

PSC



<u>Common Components</u>	<u>Primary Responsibility</u>
1. Incident Objectives (ICS form 202).	Resources Unit
2. Organization List/Chart (ICS FORMS 203/207).	Resources Unit
3. Assignment List (ICS form 204).	Resources Unit
4. Communication Plan (ICS form 205).	Communications Unit
5. Medical Plan (ICS form 206).	Medical Unit
6. Incident Map.	Situation Unit
7. Safety Plan.	Safety Officer
8. Decontamination Plan.	Technical Specialist
9. Waste Management or Disposal Plan.	Technical Specialist

**Optional Components (use as pertinent):**

1. Air Operations Summary (ICS form 220).	Air Operations Branch Director
2. Traffic Plan.	Ground Support Unit
3. Demobilization Plan.	Demobilization Unit

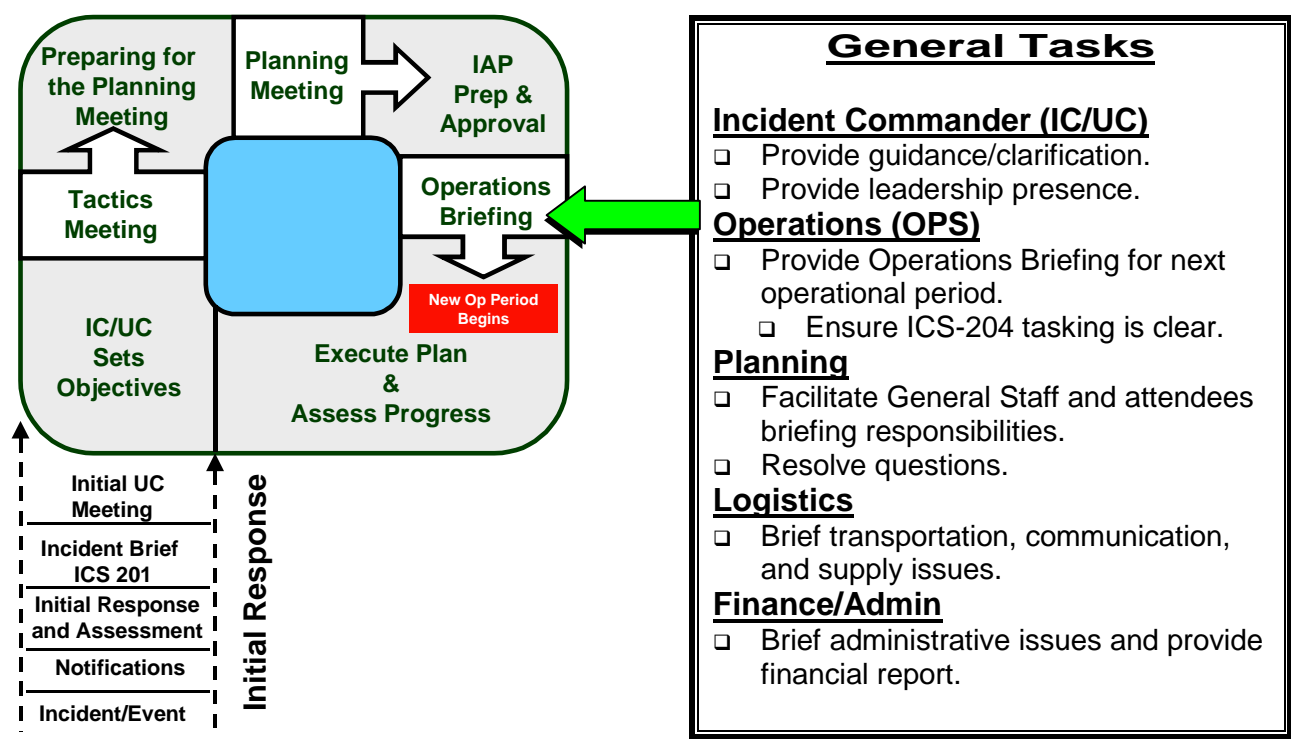
**OPERATIONS BRIEFING** - This 30-minute, or less, meeting presents the IAP to the oncoming shift of the response organization. After this meeting, off-going supervisors should be interviewed by their relief and by OPS in order to further confirm or adjust the course of the oncoming shift's IAP. Shifts in tactics may be made by the Division/Group supervisor in whose purview they are. Similarly, a supervisor may reallocate resources within that division to adapt to changing conditions.

- When:

About an hour prior to each shift change
- Facilitator:

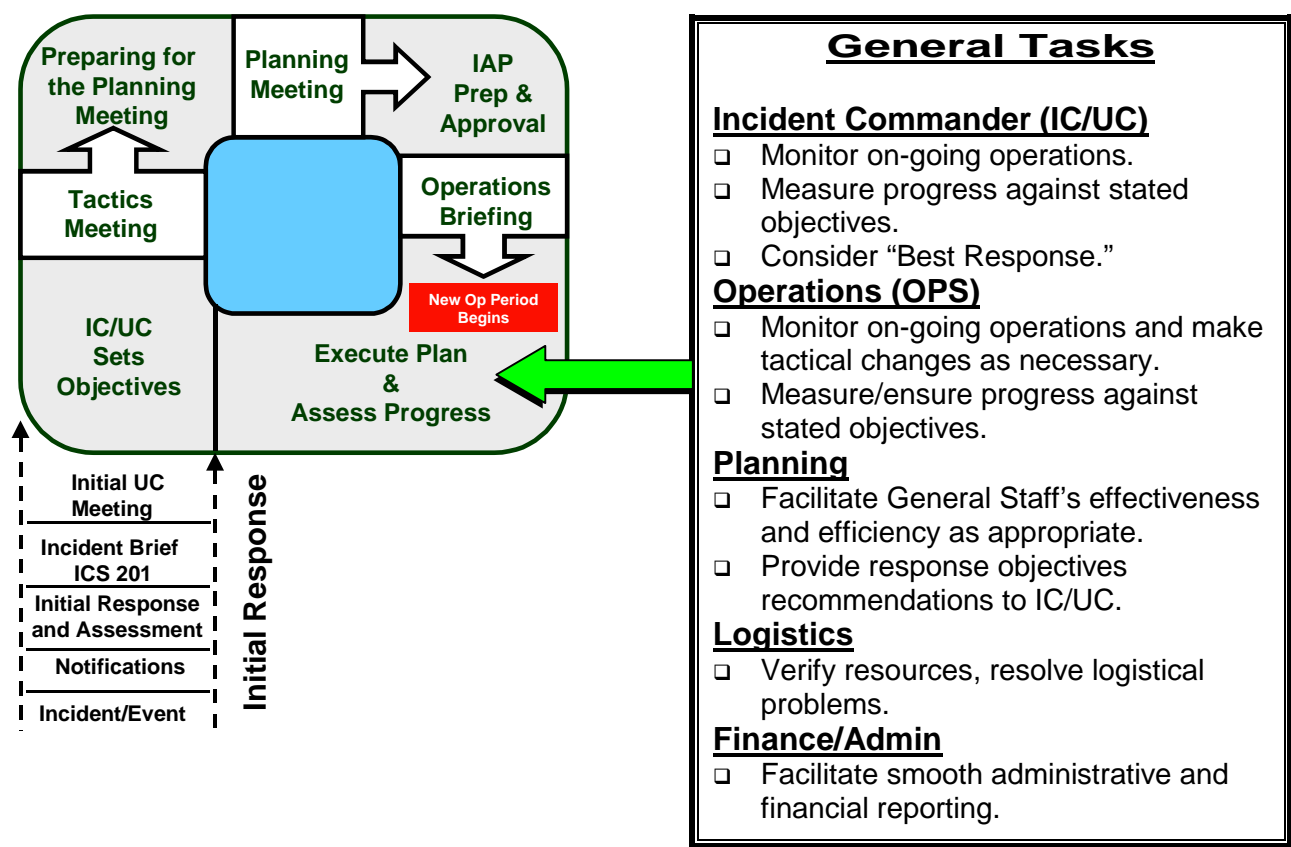
PSC
- Attendees:

IC/UC, Command Staff, General Staff, Branch Directors, Division/Group Supervisors, Task Force/Strike Team Leaders (if possible), Unit Leaders, others as appropriate.



<u>Agenda:</u>	<u>Primary Responsible</u>
1. Review IC/UC objectives and changes to IAP.	PSC
2. Discuss current response actions and last shift's accomplishments.	OPS
3. Review weather and sea conditions forecast.	SUL
4. Division/Group and Air Operations assignment.	OPS
5. Trajectory analysis.	SUL
6. Transport, communications, and supply updates.	LSC
7. Safety message.	SO
8. Incident Action Plan (IAP) approval and motivational remarks.	IC/UC

**ASSESS PROGRESS** - Following the operation brief, all Section Chiefs will review the incident response progress and make recommendations to the IC/UC in preparation for the next UC Objective Meeting for the next operational period. This feedback/information is gathered from various sources, including Field Observers, responder debriefs, stakeholders, etc.



## SPECIAL PURPOSE MEETINGS

The **Special Purpose** meetings are most applicable to larger incidents requiring an **Operational Period Planning Cycle**, but may be useful during **Initial Response and Assessment**.

**COMMAND STAFF MEETING** - Coordinate Command Staff functions, responsibilities, and objectives. It is held before the Tactical Meeting. Command Staff (IC/UC, SO, LO, IO) attend.

**COMMAND & GENERAL STAFF MEETING** - An opportunity for the Command & General staffs to gather under informal conditions (breakfast/dinner) to discuss developing issues.

**BUSINESS MANAGEMENT MEETING** - This under-30-minute meeting develops and updates the operating plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees include: F/ASC, Cost Unit Leader (CUL), LSC, SUL, DUL.

**AGENCY REPRESENTATIVE MEETING** - This meeting is held to update Agency Representatives and ensure that they can support the IAP. It is conducted by the LO, and attended by Agency Representatives. It is most appropriately held after the Planning Meeting in order to announce plans for the next operational period. It allows for changes should the plan not meet the expectations of the Agency Representatives.

**NEWS BRIEFING** - This meeting briefs media and the public on the most current and accurate facts. It is set up by the IO, moderated by a UC spokesperson, and features selected spokespersons. This brief must be held away from the ICP. Spokespersons should be prepared by the IO to address anticipated issues. The briefing should be well-planned, organized, and scheduled to meet the media's needs.